

**INVESTIGATING HUMAN RESOURCE EMPOWERMENT STRATEGY AT THE  
SECRETARIAT OF MESHRANO JIRGA OF THE NATIONAL ASSEMBLY OF THE  
ISLAMIC REPUBLIC OF AFGHANISTAN**

**INVESTIGAÇÃO DA ESTRATÉGIA DE DESENVOLVIMENTO DE RECURSOS  
HUMANOS NA SECRETARIA DE MESHRANO JIRGA DA ASAMBLEA  
NACIONAL DA REPÚBLICA ISLÂMICA DE AFEGANISTÃO**

**INVESTIGACIÓN DE LA ESTRATEGIA DE EMPODERAMIENTO DE LOS  
RECURSOS HUMANOS EN LA SECRETARÍA DE MESHRANO JIRGA DE LA  
ASAMBLEA NACIONAL DE LA REPÚBLICA ISLÁMICA DE AFGANISTÁN**

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## Abstract

Manpower is the most important capital of organizations. If this capital is of a desirable or higher quality, the likelihood of success, survival and promotion of the organization will increase. Thus, in order to improve the quality of human resources, there must be a lot of effort, because it is in the interests of the organization and its staff. The purpose of this research is to examine the human resources empowerment strategy in the Secretariat of the Meshrano Jirga of the National Council of the Islamic Republic of Afghanistan. Due to the nature of the research and the subject matter in the present research and according to the research objectives, the statistical population in this research includes all staff of the General Directorate, who are technically in charge of achieving the desired goals. According to the sample size formula, the sample size is 169 people. Thus, 169 questionnaires were distributed among the sample. The information obtained from them was analyzed by SPSS software. After analyzing the data, it was concluded that the human resources empowerment strategy in the Secretariat of the Meshrano Jirga of the National Assembly of the Islamic Republic of Afghanistan.

**Keywords:** Human Resources; Empowerment Strategy; Meshrano Jirga Secretariat; National Assembly; Islamic Republic of Afghanistan.

## Resumo

A mão de obra é o capital mais importante das organizações. Se esse capital for de qualidade desejável ou superior, aumentará a probabilidade de sucesso, sobrevivência e promoção da organização. Portanto, para melhorar a qualidade dos recursos humanos, é preciso muito esforço, pois é do interesse da organização e de sua equipe. O objetivo desta pesquisa é examinar a estratégia de capacitação de recursos humanos na Secretaria do Meshrano Jirga do Conselho Nacional da República Islâmica do Afeganistão. Devido à natureza e ao objeto da presente pesquisa e de acordo com seus objetivos, a população estatística nesta pesquisa inclui todo o pessoal da Direção-Geral, tecnicamente encarregada de atingir os objetivos desejados. Assim, 169 questionários foram distribuídos entre a amostra. As informações obtidas a partir deles foram analisadas pelo software SPSS. Após análise dos dados, concluiu-se que a estratégia de capacitação de recursos humanos na Secretaria do Meshrano Jirga da Assembléia Nacional da República Islâmica do Afeganistão é consistente.

**Palavras-chave:** Recursos humanos; Estratégia de Empoderamento; Secretaria de Meshrano Jirga; Assembleia Nacional; República Islâmica do Afeganistão.

## Resúmen

La mano de obra es el capital más importante de las organizaciones. Si este capital es de una calidad deseable o superior, aumentará la probabilidad de éxito, supervivencia y promoción de la organización. Por lo tanto, para mejorar la calidad de los recursos humanos, debe haber mucho esfuerzo, ya que es en interés de la organización y su personal. El propósito de esta investigación es examinar la estrategia de empoderamiento de los recursos humanos en la Secretaría de Meshrano Jirga del Consejo Nacional de la República Islámica de Afganistán. Debido a la naturaleza de la investigación y el tema en la presente investigación y de acuerdo

con sus objetivos, la población estadística incluye todo el personal de la Dirección General, que técnicamente está a cargo de lograr los objetivos deseados. Así, se distribuyeron 169 cuestionarios entre la muestra. La información obtenida de ellos fue analizada por el software SPSS. Después de analizar los datos, se concluyó que la estrategia de empoderamiento de recursos humanos en la Secretaría de la Meshrano Jirga de la Asamblea Nacional de la República Islámica de Afganistán es consistente.

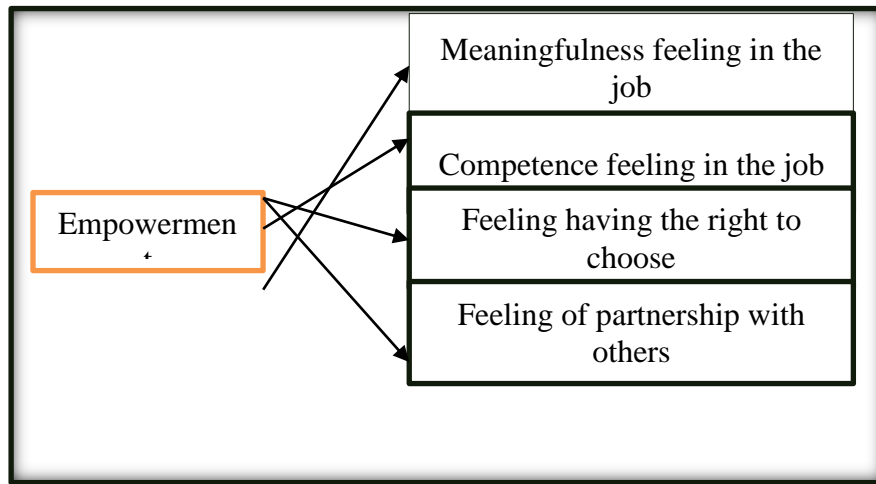
**Palabras clave:** Recursos humanos; Estrategia de empoderamiento; Secretaría de Meshrano Jirga; Asamblea Nacional; República Islámica de Afganistán.

## 1. PROBLEM STATEMENT

In the present century, the importance and effectiveness of human knowledge is so much that some of the scholars consider the 20th century as the age of Management and the world today as a world of aware managers and consider management science as one of the most important and most complex branches of humanities (Sirota et al., 2004). Today, the employees of organizations are intangible assets and strategic assets of the organization, which directly affect the performance and efficiency of the organization (Dehghan et al., 2012).

Therefore, the discovery and understanding of employee behavior in the organization and its optimization in accordance with the goals of the organization is extremely important for managers of different organizations. Organizational behavior is one of the most important issues of organization and management, which examines the behavior of individuals and employees in the organization. One of the main variables is the organizational behavior is job satisfaction and organizational commitment of employees that plays a role in the progress of an organization's work and its efficiency (Robbins, 2002). Empowering employees is the most important effort of managers to innovate, decentralize and eliminate bureaucracy in organizations. Empowering individuals will make their managers and organizations more likely to achieve their goals without any waste of resources (Samadi & Souri, 2010). If a worker can show one of a variety of helpful behaviors, such as organizational citizenship behavior, it is possible that, given the personal values that he gains during the socialization process, he shows other helpful behaviors such as customer-oriented behaviors for realizing the needs of customers that the result of these behaviors will be reflected in the customer's positive assessment of the quality of the organization's services (Carson & Carson, 2012). With this description, the researcher intends to use the conceptual model of research by Chan et al. (2013) to answer this question: What is the status of staff empowerment in the Meshrano

Jirga of the National Assembly of the Islamic Republic of Afghanistan? Considering the research purpose, the following conceptual model can be considered for this research.



**Figure 1.** Conceptual model (Chan et al. 2012)

### The importance and necessity of research

Frontline employees are blood in the veins of all service organizations. Unlike products, services are produced and consumed at the same time. This has led the staffs of service organizations to play a vital role in delivering high-quality services. Although a significant amount of research is devoted to the quality of service perceived by customers, it should be argued that during the delivery of services, very little attention has been paid to the behaviors of the staff of service organization (Gu et al., 2008). The studies of Podeskov et al. (2006) have shown that the presence of participatory behaviors such as organizational citizenship behaviors, due to the improvement of organizational communication, the improvement of organizational planning, the promotion of the level of cooperation between individuals and the creation of a supportive atmosphere in the organization, directly affect the outcomes of an organization such as service quality, job satisfaction, organizational commitment, financial performance, etc. is effective (doae et al., 2014).

Since the role and importance of manpower is not covered for anyone, manpower is considered the most valuable and most rare factor among the factors of production (land, manpower, technology and capital) that the lack of attention to the efficiency of human resources, and paying attention only to other factors not only reduce efficiency and effectiveness in the organization, but also increase wastes and accidents and create dissatisfaction in the manpower. The main challenge facing managers in organizations is the lack of adequate use of intellectual resources, mental capability and potential human

capability. In most organizations, employee abilities are not optimized and managers are not able to use their potential. In other words, people are able to show more creativity and initiative in the corporate environment, but for some reason, these capabilities are not optimally exploited.

### **Research objectives**

The main objective: Identifying the status of staff empowerment in the Secretariat of the Meshrano Jirga of the National Assembly of the Islamic Republic of Afghanistan.

### **Research hypotheses**

1. Determining the contribution of meaningfulness feeling in empowering the Secretariat staff of the Meshrano Jirga;
2. Determining the contribution of effectiveness ability (competence) feeling in empowering;
3. Determining the contribution of autonomy feeling in empowering Secretariat staff;
4. Determining the contribution of self- effectiveness feeling in empowering Secretariat staff;
5. Determining the contribution of confidence and security feeling in empowering Secretariat staff of the Meshrano Jirga

### **Main hypothesis:**

The empowerment strategy is respected in the Meshrano Jirga Secretariat.

### **Sub-hypotheses:**

1. There is a meaningfulness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.
2. There is an effectiveness ability feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.
3. There is an autonomy feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.
4. There is a self- effectiveness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.
5. There is a confidence and security feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

## **2. PERCEIVED ORGANIZATIONAL SUPPORT**

Increasing concern has been raised about factors that influence the level and focus of employees' commitment to their organization. In line with these thoughts, various scholars

have emphasized hiring as an exchange of effort and loyalty in exchange for material and social rewards (Gouldner, 2009; Etzioni, 2010; Blave, 2010). The organizational support theory includes the formation of general employee beliefs about how much an organization is interested in their welfare and value for their contributions and roles.

The theory of social exchange in the context of organizations as an interdisciplinary subject in organizational studies has been considered, which encompasses various dimensions and angles. Based on the theory of social exchange, researchers analyze relationships between the individual and the leaders, as well as the analysis of the interactions between the individual and the organization (Russell et al., 2014).

Organizational support theory states that employees form a general view of the extent to which organization supports them and, in return for this support, they are considering the goals of the organization and their realization. In other words, when the organization pays attention to the welfare of workers, they compensate this attention with more commitment and better performance. Social exchange theorists believe that the value of give-and-take relationship is increased, if it is performed optional. When employees feel that their organization is paying attention to their welfare, they answer better, not for the legal requirements or the pressure of the union, they perform better in pursuit of the goals of the organization. In addition, the organization is the source of satisfying some of the social needs of employees such as the need for authentication, the need for belonging and self-esteem. Therefore, staff can help organization achieve its goals in order to maintain the source of satisfying these needs and based on the norm of exchange (Levinson, 2013).

Mixed attention, approval and respect in the perceived organizational support meet the social - emotional needs of the staff, and in fact, it leads to the employees seeing these supports involved in shaping their social identity. In addition, perceived organizational support can strengthen the employees' beliefs and opinions in terms of reward and appreciation of the organization of positive performance. These processes have favorable consequences for employees (such as increased job satisfaction and positive temperament) and organizations (such as increased affective commitment, performance and reduced turnover) (Eisenberger et al., 2014).

### **Organizational Support Predictors**

In an analytical review of 70 studies related to perceived organizational support, Ravade and Isenberger (2012) introduced fair organizational processes, supervisor support,

and rewards and favorable job conditions as three important predictors of perceived organizational support (Isenberger et al., 2012 ) However, other researchers have focused on similar human resource activities (such as participation in decision making and growth opportunities) that point to the organization's investment for employees and the identification of staff contributions and roles. Organizational support predictors are largely based on various forms of desirable behaviors that the organization offers for employees (Wain et al., 2011, Allen et al., 2013).

### **The consequences of organizational support**

From the organization's point of view, the increased employee perceptions of organizational support is critical for positive feedback on employees. They also reflect these feelings when employees feel that the organization values their welfare and their role. Research has introduced several outcomes of organizational support (for example, organizational commitment, job engagement, job satisfaction, survival, turnover intention) (Isenberger et al., 2012). The implications we will describe in detail include:

(A) Organizational commitment, (b) job satisfaction; and (c) turnover intention

#### **A) Organizational commitment:**

Commitment is a complex psychological variable, which is the subject of many research on organizational behavior, and involves employees' efforts to achieve organizational goals and identity through these goals to maintain their membership in the organization (Robbins, 2010). Based on the three-dimensional model of organizational commitment, its dimensions include ongoing (continuous) commitment, normative commitment and affective commitment. Research shows that more committed employees show higher job performance, lower job conflicts, increased ethical behaviors, decreased turnover intention, lower stress, and citizenship behaviors.

The 3D model is due to the fact that each of the three dimensions is related to specific individual and organizational implications, for example, affective commitment has positive relationship with organizational citizenship behavior, while ongoing commitment has negative relationship with organizational citizenship behavior. Therefore, the relationship between types of organizational commitment and organizational citizenship behaviors is not the same Pak, 2010).

In addition to the relationship of organizational commitment with consequences such as organizational citizenship behavior or performance, there is significant evidence that organizational commitment is the result of social exchange processes. Therefore, organizational support theory is seen as a tool that describes the affective attachment of employees to the organization (Isenberger et al., 2009).

In line with the theory of organizational support, affective commitment is introduced as one of the consequences of perceived organizational support. Researchers found that perceived organizational support mediate positive relationship between work experiences (such as organizational rewards, procedural justice, and supervisor support) and affective commitment (Isenberger et al., 2007, 2009 and 2011).

### **B ) Job satisfaction:**

Job Satisfaction is a collection of feelings and beliefs that people have about their current occupations. Job Satisfaction is one of the key factors in job successes (Pak, 2015).

As noted in the previous outcomes of perceived organizational support, increased organizational support will lead to an increase in certain results. Due to the negative relationship between job satisfaction and turnover (Alan et al., 2008), it is important for managers to understand the implications of supportive behaviors. In addition, increased support will have a positive impact on work attitudes such as job satisfaction (Pak, 2015).

Although Isenberger et al. (2013) stated that organizational support and job satisfaction are highly interrelated, they are different structures in the workplace. For example, if an organization does not have sufficient budget to provide its employees with appropriate rewards, this may not reduce perceived organizational support but will reduce job satisfaction (Isenberger et al., 2013).

Increasing perceived organizational support in employees leads to the formation of positive beliefs about the job, resulting in reduced turnover or withdrawal from the organization (Pak, 2015). This effect and the impact of perceived organizational support are discussed in the next section.

### **C) Turnover intention:**

Turnover is defined as an individual's activity to withdraw from membership in an organization. Existing research has repeatedly shown that turnover intention is the best measure of the real turnover behaviors (Feldman et al., 2009). In addition, Steel and Ovals



(2006) stated that turnover and turnover intention for job vacancies are interrelated and, in order to predict turnover, turnover motivation and intention is better predictor than job satisfaction and organizational commitment ( Pak, 2015).

On turnover, Isenberger et al. (2010) reported that employees with high levels of perceived organizational support have less willingness to turnover and hire in other organizations (Isenberger et al., 2012). Arnold & Feldman (2013) stated that commitment and satisfaction are both highly dependent on turnover intention, although this is more dependent on organizational commitment (Feldman et al., 2013).

Similar to job satisfaction, research on turnover has found a special place in the literature of industrial and organizational psychology. The need for research on turnover is linked to the direct and indirect costs imposed on organizations due to job turnover. Turnover literature is generally divided into two categories of studies that focus on predictors of turnover and studies related to the consequences of turnover.

### **3. EMPOWERMENT**

#### **The definition of empowerment**

Empowerment has a generic and specific meaning and numerous interpretations, and this diversity of definitions and approaches has made it difficult to integrate and incorporate this concept (Robbins et al., 2012). In fact, empowerment is a continuous and permanent process that is analyzed in a dynamic environment at various levels.

In Oxford dictionary, the term "empowerment" is meant to empower, license, deliver service and become capable. In a specific sense, empowering and giving people freedom to act for their own administration and in the organization's concept means changing in culture and courage in creating and directing an organizational environment.

#### **Empowerment approaches**

The empowerment process was initially thought to be the equivalent of devolution and job development and participation in decision-making, and organizations thought that when cost reduction and being competitive is sustainable competitive strategy, this cost reducing ought to be done through increasing staffing responsibilities. In fact, the empowerment mechanism was understood as a management tool that is done based on some management processes. Since the 2000s, theorists and experts in organizational psychology consider

empowerment as a multi-dimensional concept, which does not only include the devolution and decision-making power of superiors to lower-level employees. They pay attention to it from the employees' beliefs and feelings perspective. Kevin and Spretizer (2011) by field study at the level of middle managers of leading companies, have determined two different approaches for empowerment:

**Mechanical approach:** Based on this view, empowerment means devolving authority and power to low-level employees. Empowerment is the process by which senior management develops a clear vision and provides programs and tasks for employees, and allows them to perform procedural changes and modify processes, if needed. This view refers to a kind of "communicative approach". In order to realize the empowerment of employees in this approach, managers need to share human resources in information, provide an appropriate organizational structure, prefer grouping and group activities to the organization's traditional structure, provide educational opportunities, and in order to encourage manpower reward their innovation and creativity.

**Organic Approach:** According to his approach, empowerment means risk-taking, growth and change as well as trust to the staff and tolerate their mistakes. Existing organizational structures hinder doing the right thing. Capable employees have mistakes, but they should not be punished for these mistakes. Empowered employees should seek pardon and forgiveness rather than easy-going. They must be entrepreneurial, risk-taking and have a sense of ownership to the organization and display and resolve differences to create synergy. This view considers empowerment as a process of risk-taking and personal development, which is defined on the basis of personal beliefs and orientations of employees to their role in job and the organization. In this approach, organizational conditions and characteristics and management actions do not mean empowerment, but they are the basis for empowering human resources. The basic hypothesis of this view is that empowerment of human resources is rooted in the motivational needs of individuals, which involves perceptions and expressions of employees about their role in the organization (Maleki, 2012: 15) .

### **Challenges in empowering employees**

The most important challenges from the two dimensions of management and consequence can be considered (Hadavand, 2011):

## **A - Managerial challenges**

### **Unbelievability**

Some managers believe that employees not only lack sufficient skills in carrying out their responsibilities, but also lack the ability to play new roles. They believe that empowerment is innate, not acquisitive and therefore, they oppose to all matters and processes of empowering staff and create obstacles in its path.

### **Threatening to management security**

Some other managers believe that empowering employees leads to lose control of the affairs. So, they don't show much interest in sharing or transferring their job skills and prefer to work themselves on tasks rather than to make others involved.

### **Lack of sufficient funding**

Programs performed in line with empowering employees, although ultimately lead organizations to excellence and qualitative growth, there are still managers and decision makers who consider allocating funds for such programs as overhead costs and the additional burden on the organization and unfortunately, such rules have emerged from practical experience of many organizations.

## **3. JOB PERFORMANCE**

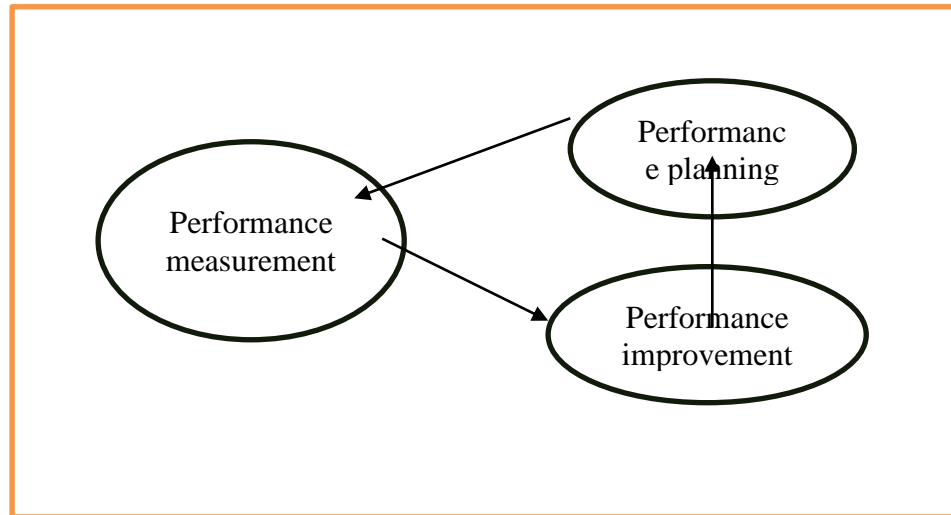
The role of organizations in achieving economic, social, political, and cultural goals is so prominent that organizations of every society are considered to be the carrousel of the realization of its goals. The fact is that organizations are, for some reasons, the essential pillars of human life. They serve the community. They enable us to do things that we cannot afford without them. They provide a stream of knowledge and awareness that can lead to individual development and human well-being. Considering this significance and roles and various influences of organizations, today, increasing attention is paying to different dimensions in them, such as processes, systems and especially what organization achieve (performance).

### **Main components and the steps of implementing job performance management**

The model of job performance management shown in the figure below includes three parts.

- 1. Performance planning:** Including defining performance goals at different levels of the organization, identifying the necessary activities in order to get familiar with the expected results and organizing appropriately;

2. Performance measurement: A process that evaluates progress towards the goals set and includes information on the efficiency of the resources turned into outputs ( goods and services ) , the quality of these outputs and outcomes;
3. Improved performance: A set of one or more coordinated activities or projects that has a corrective or preventive aspect.



**Figure 2.** The main components of performance management: ( Parviz Raad, 2012)

#### 4. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In today's challenging world, organizations are struggling to employ employees, who act beyond the task and role assigned to their job descriptions in order to compete on the global stage, meet customers' needs and expectations, and adapt to the changing nature of their jobs. Because it is believed that these behaviors are reflected beyond the role in the performance evaluation, it will affect employees' participation in the programs and can be an influencing factor in job affiliation, organizational commitment, and self-esteem (Doaee and Azizi, 2012).

##### **The concept of organizational citizenship behavior**

In general, citizenship behavior is a kind of valuable and beneficial behavior that individuals express willingly and voluntarily. In this way, it's important to study and investigate how people behave in the organization (Asadi et al., 2011).

Organ (1988), for the first time, used the concept of organizational citizenship behavior and considered it as a set of individual behaviors due to individuals' insight, which promotes the effective performance of the organization and rewards are not paid for it directly and explicitly.

Of course, other similar definitions were also made by the Organ and other scholars. But in general, organizational citizenship behavior is: a set of voluntary and optional behaviors that are not part of the formal duties of an individual, nevertheless, he performs and effectively improves the functions and roles of the organization (Appelbaum, 2004)

For example, a worker may not have to work overtime and be at work till late, but in order to improve current affairs and facilitate the organization's workflow, he will stay in the organization more than his formal working hours and help others (Cropanzano & Byrne, 2000).

## **5. THE BACKGROUND OF INTERNAL RESEARCH**

Jafari et al. (2018) in a study entitled " Relationship between organizational citizenship behavior and employee empowerment of employees in Hashemi Nejad Hospital in Tehran " by examining the present study through descriptive-analytical methods and collecting data using standardized Anderson's OCB questionnaire and Mc. Gifford Staff Empowerment Questionnaire and Spearman Correlation Coefficients Test concluded that by improving the concept of organizational citizenship behavior the level of employee satisfaction and empowerment of hospital staff can be raised and this can increase the effectiveness of the treatment process and increase patient satisfaction.

Tabarsa GA et al. (2018) conducted a study entitled "Presenting a Model for Explaining the Factors Affecting Staff empowerment ". The purpose of this study was to investigate the effect of the underlying factors on employee empowerment and organizational performance. The research method is descriptive - correlational and clearly is based on structural equation modeling. The results of the study showed that underlying factors can be effective according to the path analysis model offered for empowering employees. Also, among the underlying factors, individual factors more than other factors have the power to explain organizational citizenship behavior.

Dr. Fattah Nezam et al. (2017) studied the relationship between entrepreneurship and employee empowerment as the main goal of this research during a research entitled "Predicting the level of empowerment of employees based on entrepreneurship and its components". Based on the assumptions of correlation research with the implementation of two measures of entrepreneurial (researcher-made) and organizational commitment of Allen and Meyer on a sample of 146 members of the non-official staff of the Islamic Azad

University of Roudehen Branch with the simple random method, the required information was collected. The results of stepwise regression analysis showed that, generally, there is a significant correlation between entrepreneurship and employee empowerment components.

## 6. THE BACKGROUND OF EXTERNAL RESEARCH

Liu (2018), in examining the relationship between employee empowerment and job performance in the international company found that there is a relationship between employee empowerment and job performance in both the mother company and subsidiary companies. The results of this research also showed that job performance as a partial mediator variable in the parent company and a complete mediator variable in subsidiary companies play a role in relation to the empowerment of employees in organizational citizenship behavior.

Chu, Lee, and Hsu (2018), in the study of the effect of employee empowerment and occupational stress on organizational citizenship behaviors of the public health nursing staff in rural areas of Taiwan, found that nurses who under organizational support received more perceptions from organization showed organizational citizenship behavior through organizational commitment.

Young and Aaron (2017) found in their research of 166 employees in a government organization in northern China that job performance is heavily influenced by organizational citizenship behavior. In this research, the relationship between individual values, job performance, and organizational citizenship behavior was tested in the performance of employees of a government organization in northern China.

Kamal Zahir et al. (2017), in a study entitled "The impact of organizational entrepreneurship on organizational citizenship behavior and organizational commitment in Turkish small and medium-sized enterprises", has worked on the importance of organizational entrepreneurship for the survival of the organization in the new era. In a sample of 375 small to medium-sized enterprises in the manufacturing sector, the results are as follows: Organizational entrepreneurship is positively related to the organizational citizenship behavior of employees, and that this relationship comes to moderation through the impact and application of obligations. In addition, this study teaches not only the employed but also the academic staff for future research.

## 7. RESEARCH METHOD AND RESULTS

Most research studies show a method or strategy that is easily recognizable and includes some common procedures such as problem statement, information gathering, and conclusions. The details of these specific procedures are largely determined by the research method. Each of these methods is suitable for answering a type of problem. Knowing the various methods and related procedures is important for researchers and users of the research, even when the method is used as a criterion or benchmark, there are several ways to classify research studies (Khaki, 2000).

This research, in terms of purpose, is an applied research and, in terms of research method, is a descriptive-survey study.

Applied research using cognitive background and information provided through fundamental research is used to meet human needs and to improve and optimize tools, methods, objects and patterns for the development of welfare and the improvement of the standard of living of human beings (Hafez Nia, 2008).

### **Inferential statistics:**

In the analysis of inferential statistics, it is always thought that the results of studying a small group called sample are generalized to a larger group called community (Hafez Nia, 2009).

### **Kolmogorov and Smirnov (KS) test:**

This test is also called (KS) and is a form of minimum distance estimation, which is used as a nonparametric test to determine the significant difference between two categories of data or two distributions. This test shows whether the calculated distance is statistically significant or not?

After analyzing SPSS in the output of Kolmogorov-Smirnov test, if the test is significant, i.e.,  $p$  is less than 0.05, it means that the distribution is not normal and we should use a nonparametric test.

### **Statistical statement:**

$H_0$ : The distribution is normal. Sig  $\geq$  0.05

$H_1$ : The distribution is not normal. Sig  $<$  0.05

**Table 1**

The Kolmogorov - Smirnov test table to check the normality of variables

|                    | Meaningfulness feeling | Effectiveness ability feeling | Autonomy feeling | Self-effectiveness feeling | Confidence and security feeling | Empowerment strategy |
|--------------------|------------------------|-------------------------------|------------------|----------------------------|---------------------------------|----------------------|
| Number             | 169                    | 169                           | 169              | 169                        | 169                             | 169                  |
| Normal Parameters  | Mean                   | 70.75                         | 22.55            | 18.39                      | 29.80                           | 16.33                |
|                    | S.d                    | 15.19                         | 4.22             | 6.83                       | 8.26                            | 7.53                 |
| Test statistic     | 1.57                   | 1.07                          | 2.49             | 2.21                       | 1.28                            | 3.33                 |
| Significance level | 0.42                   | 0.20                          | 0.72             | 0.31                       | 0.07                            | 0.72                 |

**Research hypotheses test**

**The first sub-hypothesis of the research**

There is a meaningfulness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**H<sub>0</sub>:** There is not any meaningfulness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**H<sub>1</sub>:** There is a meaningfulness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Table 2**

Descriptive statistics

|                        | n   | Mean   | Standard deviation | Deviation error from the mean |
|------------------------|-----|--------|--------------------|-------------------------------|
| Meaningfulness feeling | 169 | 3.8380 | .76634             | .03911                        |

**Table 3**

Structural statistics

|                           | t-test |     |      |                    |  |             |
|---------------------------|--------|-----|------|--------------------|--|-------------|
|                           | t      | df  | sig  | Average difference | The confidence interval 95 % of average difference |             |
|                           |        |     |      |                    | Lower bound  | Upper bound |
| Meaningfulness difference | 21.429 | 168 | .000 | .83802             | .7611  | .9149       |

According to Table 3 for the variable of meaningfulness feeling, the amount of sig is equal to 0.000, which is less than 0.05, so, H<sub>0</sub> is rejected. In other words, there is a



meaningfulness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Testing the second sub-hypothesis of the research**

There is an effectiveness ability feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Research hypotheses.**

**H<sub>0</sub>:** There is not any effectiveness ability feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**H<sub>1</sub>:** There is an effectiveness ability feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Table 4:**  
Descriptive statistics

|                               | n   | Mean   | Standard deviation | Deviation error from the mean |
|-------------------------------|-----|--------|--------------------|-------------------------------|
| Effectiveness ability feeling | 169 | 3.3160 | 1.10737            | .05651                        |

Table 4 shows the mean, standard deviation, and deviation from the mean for the variable of effectiveness ability feeling.

**Table 5**  
Structural statistics

|                               | t-test |     |      |                    |  |             |
|-------------------------------|--------|-----|------|--------------------|--|-------------|
|                               | t      | d.f | sig  | Average difference | The confidence interval 95 % of average difference |             |
|                               |        |     |      |                    | Lower bound  | Upper bound |
| Effectiveness ability feeling | 5.591  | 168 | .000 | .31597             | .2049  | .4271       |

According to Table 5 for the variable of effectiveness ability feeling, the value of sig is 0.000, which is less than 0.05. Therefore, H<sub>0</sub> is rejected. In other words, there is an effectiveness ability feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Testing the third sub-hypothesis of the research**

There is an autonomy feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Research hypotheses.**

**H<sub>0</sub>:** There is not any autonomy feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**H<sub>1</sub>**: There is an autonomy feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Table 6**  
Descriptive Statistics

|                  | n   | Mean   | Standard deviation | Deviation error from the mean |
|------------------|-----|--------|--------------------|-------------------------------|
| Autonomy feeling | 169 | 3.7533 | .86272             | .04403                        |

Table 6 shows the mean, standard deviation, and deviation from the mean for the variable of autonomy feeling.

**Table 7**  
Structural statistics

|                  | t- test |     |      |                    |  |             |
|------------------|---------|-----|------|--------------------|--|-------------|
|                  | t       | df  | sig  | Average difference | The confidence interval 95 % of average difference |             |
|                  |         |     |      |                    | Lower bound  | Upper bound |
| Autonomy feeling | 17.110  | 168 | .000 | .75326             | .6667  | .8398       |

According to Table 7 for the variable of autonomy feeling, the sig value is 0.000, which is less than 0.05. So H<sub>0</sub> is rejected. In other words, there is an autonomy feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### Testing the fourth sub-hypothesis of the research

There is a self- effectiveness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

Research hypotheses.

**H<sub>0</sub>**: There is not any self- effectiveness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**H<sub>1</sub>**: There is a self- effectiveness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Table 8**  
Descriptive Statistics

|                             | n   | Mean   | Standard deviation | Deviation error from the mean |
|-----------------------------|-----|--------|--------------------|-------------------------------|
| Self- effectiveness feeling | 169 | 3.9141 | .91233             | .04656                        |

Table 8 shows the mean, standard deviation, and deviation from the mean for self- effectiveness feeling variable.

**Table 9**  
Structural statistics

|                             | t- test |     |      |                    |  |             |
|-----------------------------|---------|-----|------|--------------------|--|-------------|
|                             | t       | df  | sig  | Average difference | The confidence interval 95 % of average difference |             |
|                             |         |     |      |                    | Lower bound  | Upper bound |
| Self- effectiveness feeling | 19.633  | 168 | .000 | .91406             | .8225  | 1.0056      |

According to Table 9 for the variable of self- effectiveness feeling, the sig value is 0.000, which is less than 0.05. Therefore, H<sub>0</sub> is rejected. In other words, there is a self- effectiveness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### Testing the fifth sub-hypothesis of the research

There is a confidence and security feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

Research hypotheses.

**H<sub>0</sub>:** There is not any confidence and security feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**H<sub>1</sub>:** There is a confidence and security feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

**Table 10**  
Descriptive Statistics

|                                 | n   | Mean   | Standard deviation | Deviation error from the mean |
|---------------------------------|-----|--------|--------------------|-------------------------------|
| Confidence and security feeling | 169 | 3.8739 | .83796             | .04276                        |

Table 10 shows the mean, standard deviation, and deviation from the mean for the variable of confidence and security feeling of employees.

**Table 11**  
Structural statistics

|  | t- test |     |      |                    |  |             |
|--|---------|-----|------|--------------------|--|-------------|
|  | t       | df  | sig  | Average difference | The confidence interval 95 % of average difference |             |
|  |         |     |      |                    | Lower bound  | Upper bound |
| The confidence and security feeling of employees | 20.436  | 168 | .000 | .87388             | .7898  | .9580       |

According to Table 11 for the variable confidence and security feeling, the value of sig is 0.000, which is less than 0.05. So. H<sub>0</sub> is rejected. In other words, there is a confidence and security feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### Testing the main hypothesis of the research

The empowerment strategy is respected in the Meshrano Jirga Secretariat.

**H<sub>0</sub>:** The empowerment strategy is not respected in the Meshrano Jirga Secretariat.

**H<sub>1</sub>:** The empowerment strategy is respected in the Meshrano Jirga Secretariat.

**Table 12**

Descriptive statistics

|                      | n   | Average | Standard deviation | Deviation error from the mean |
|----------------------|-----|---------|--------------------|-------------------------------|
| Empowerment strategy | 169 | 3.8108  | .88245             | .04503                        |

Table 12 shows the mean, standard deviation, and deviation from the mean for the empowerment strategy variable.

**Table 13**

Structural statistics

|                      | t- test |     |      |                    |  |             |
|----------------------|---------|-----|------|--------------------|--|-------------|
|                      | t       | df  | sig  | Average difference | The confidence interval 95 % of average difference |             |
|                      |         |     |      |                    | Lower bound  | Upper bound |
| Empowerment strategy | 18.004  | 168 | .000 | .81076             | .7222  | .8993       |

According to Table 13 for the variable of empowerment strategy, the value of sig is 0.000, which is less than 0.05. So H<sub>0</sub> is rejected. In other words, the empowerment strategy is respected in the Meshrano Jirga Secretariat.

To investigate the linear relationship between variables, we use the regression test:

Table 14 shows how to enter the variables and the variables entered into the model.

**Table 14**

The coefficient of determination of variables

| Model | R                 | R Square | Adjusted R Square | Estimated standard error |
|-------|-------------------|----------|-------------------|--------------------------|
| 1     | .656 <sup>a</sup> | .482     | .580              | .45124                   |

In table 14 the value of the coefficient of determination is 0.656. R is a criterion for indicating the correctness of the model or somehow, if the R value is closer to one, the model has less error. Therefore, the model is very suitable given the amount of R obtained in this model, which is almost near one.

## 8. CONCLUSION

According to Table 1 and the obtained value for P, the value (significance level) at the 95% confidence level, which is more than the significance level of  $\alpha = 0.05$ , we see that observations strongly support the zero hypothesis ( $H_0$ ). So it can be asserted with 95% confidence that the research variables follow the normal distribution. Therefore, for analyzing the research hypotheses, parametric tests are used.

### **The first sub-hypothesis of the research**

There is a meaningfulness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

According to Table 3 for the variable of meaningfulness feeling, the amount of sig is equal to 0.000, which is less than 0.05, so,  $H_0$  is rejected. In other words, there is a meaningfulness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### **Testing the second sub-hypothesis of the research**

There is an effectiveness ability feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

According to Table 5 for the variable of effectiveness ability feeling, the value of sig is 0.000, which is less than 0.05. Therefore,  $H_0$  is rejected. In other words, there is an effectiveness ability feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### **Testing the third sub-hypothesis of the research**

There is an autonomy feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

According to Table 7 for the variable of autonomy feeling, the sig value is 0.000, which is less than 0.05. So  $H_0$  is rejected. In other words, there is an autonomy feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### **Testing the fourth sub-hypothesis of the research**

There is a self- effectiveness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

According to Table 9 for the variable of self- effectiveness feeling, the sig value is 0.000, which is less than 0.05. Therefore, H0 is rejected. In other words, there is a self- effectiveness feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### **Testing the fifth sub-hypothesis of the research**

There is a confidence and security feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

According to Table 11 for the variable confidence and security feeling, the value of sig is 0.000, which is less than 0.05. So. H0 is rejected. In other words, there is a confidence and security feeling in the staff of the General Directorate of the Meshrano Jirga Secretariat.

### **Testing the main hypothesis of the research**

The empowerment strategy is respected in the Meshrano Jirga Secretariat. According to Table 13 for the variable of empowerment strategy, the value of sig is 0.000, which is less than 0.05. So H0 is rejected. In other words, the empowerment strategy is respected in the Meshrano Jirga Secretariat.

To investigate the linear relationship between variables, we use the regression test:

$$Y = 0.635X_1 + 0.360X_2 + 0.669X_3 + 0.422X_4 + 0.709X_5$$

The results of multivariable regression analysis show how much each of the variables contributes to the empowerment strategy in the Meshrano Jirga Secretariat.

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